

PROBLEM STATEMENT:

To build a seamless Service model to eliminate poor customer experience

Our client transitioned customer service responsibilities offshore to Manila as part of a cost reduction initiative without understanding the implications it could have on the service experience for their new and existing customers. Shifting majority of their service responsibilities offshore resulted in customers having multiple touch points, significant inbound call volumes (complaints) and claims, high customer churn, and consequently a Net Promoter Score (NPS) as low as -89 which highlighted the extremely poor customer experience.



Client profile

- Australian Advertising Industry
- SMB Customer Segment
- 200k+ customers
- 1500+ employees
- \$600M+ Revenue

Key Team Roles

- Project Manager
- Commercial Manager
- Commercial Analysts
- Service Managers
- Service Trainer
- Service Agents

Business Impact

- Transitioned service responsibilities back from Manila to Australia
- Net reduction of 310 FTE
- Established an integrated service model
- Delivered improvements in revenue and customer numbers
- Reduced customer cancellations
- Improved customer experience
- Increased the percentage of calls resolved in the first call
- Implemented processes for continuous experience improvement

Implementing a holistic service strategy is critical to driving improvements in top line growth:

Steps we took to redesign the service strategy included analysing the customer journey, understanding customer painpoints, and addressing the painpoints that have the greatest impact on results. Based on the findings from our research we recommended that our client focus on creating a seamless, holistic service approach. To create this integrated service model it meant

the responsibilities that had been offshored to Manila needed to be transitioned back to Australia to deliver an optimal experience for customers and align to the “seamless” service approach. Moving the service responsibilities back inhouse enables greater visibility of productivity and greater control when needing to be adaptive.

Initiatives implemented:

- Total timeframe of the transformation was 9 months, 3 months in planning and 6 months execution
- Exited the service contract with Manila resulting in a reduction of 350 FTE
- Established a Customer Management Centre (CMC) in Australia and recruited a team of 40 FTE service agents to effectively service new and existing customers
- Rolled-out training/coaching programs to assist CMC team members with delivering best practice service across the customer journey from onboarding to proactive service to first call resolution
- Assigned the appropriate customer cohorts to CMC and provided the service agents with workflow/interaction guides to ensure the agents execute on the optimal level of service at the right time for each customer – providing a more tailored approach
- Developed tools to guide the service agents with how to effectively manage their work week
- Established processes for continuous improvement including capturing customer notes to share with the Customer team to help to with the constant need to focus on improving the customer experience
- Delivered an improvement in a range of metrics including customer retention, revenue, net promoter score, first call resolution and claims a result of the integrated service strategy

IMPROVED NET RETURN

+\$23M

PRIOR YEAR

IMPROVEMENT IN NPS

+20

IN 12 MONTHS POST CMC

FIRST CALL RESOLUTION

95%

RESOLVED IN THE 1ST CALL